

ATTACHMENT 1

| <p>DRAFT AGENDA <i>Wider Horizons Board of Directors</i> Monday, August 8, 2022</p> | | <p>11:30 am - 2:00 pm Zoom Link:</p> | |
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| <p>DRAFT AGENDA</p> | | <p>Facilitator: Debbie Ward</p> | |
| Time | Item | Presenter | Outcome |
| 11:30 | President's Report | Nancy Hooyman | Grounding & inspiration |
| 11:35 | <p>Consent Agenda [need motion to accept all of these without discussion]:</p> <ul style="list-style-type: none"> • Agenda (Att. 1) • Minutes of the 7.18.22 Board Meeting (Att. 2) • Executive Director's Report (Att. 3) | Mailed in advance | A member may request an item be moved from the consent agenda. That item may then be considered at once or at the end of the meeting, at the President's discretion. |
| 11:40 | Roles & Responsibilities Discussion (Atts. 4a, 4b, 4c, 4d, 4e) | Jeanne Marie Thomas | Board will adopt the roles described in last month's charts having understood areas of role ambiguity. They will also adopt a few new norms related to roles (4b, 4c, 4e). |
| 12:10 | Life Plan Program Update (Att. 5) | Bob Anderson | Board will understand the status of this PGF special project. |
| 12:20 | B R E A K | | We have the strength to go on. |
| 12:30 | Update on Social Work Program (Att. 6) | Denise Klein | Bring the Board up to date on developments in the SW Program. |
| 12:40 | Member Input | All | Acknowledge member input. |
| 12:45 | Discussion of whether non-member Board members need to join WH to serve (Att. 7) | Denise Klein | Discuss/decide whether to require WH membership for Board service. |
| 1:00 | Acknowledge contributions to the success of this Board meeting | All | Evaluate and assess our performance. |
| 1:10 | 2 nd Quarter Financial Report (Att. 8a), including background for ED Salary discussion (Atts. 8b, 8c). | Jeanne Marie | Understand year-to-date financial performance and the background for a decision about ED compensation. |
| 1:45 | Executive Session Re ED Salary for 2022 | Jeanne Marie and all but Denise | Adopt recommendation regarding short-term ED compensation and set longer-term goal. |

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| 2:00 | Adjourn and format for next Board meeting | Nancy | Zoom vs. in-person meetings – how we will proceed |
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Invited: Susan Adler, Bob Anderson, Nancy Hooyman, Ann Lawrence, Denise Lishner, Nancy Robb, John Rochford, Jeanne Marie Thomas; **Facilitator:** Debbie Ward; **Staff:** Denise Klein

Next Meeting: Monday, September 12, 2022 - 11:30 am to 2:00 pm

ATTACHMENT 2

D R A F T Minutes
Wider Horizons Board of Directors
Facilitator: Debbie Ward

Monday, July 18, 2022
11:30 – 2:00

President's Report, Nancy Hooyman

This portion of the meeting was devoted to celebrating Denise's 80th birthday. Bob had delivered to her the wonderful and glowing written comments provided by more than 60 members and a few non-members earlier, along with a birthday hat and a piece of chocolate cake from Bakery Nouveau. Denise modeled the hat and ate the cake, and Nancy read several of the comments. John Rochford sang a beautiful original version of the song *Cherish* (by the Association) which was so much better than *Happy Birthday!*

Consent Agenda

The "Consent Agenda" was accepted unanimously.

Roles and Responsibilities Task Force, Jeanne Marie Thomas

Nancy Hooyman introduced the first segment of the R & R discussion, which focused on Chart 5b and two scenarios (the Social Work Program and the Housing Options Handbook) that primarily involved roles and role conflicts between and among Committee/Task Force Chairs, individual members of the Board, and the ED. Then Jeanne Marie prepared us for a robust discussion, stating that the conclusions and learnings would be dynamic and ongoing. She said we were unlikely to complete all of the work during this Board meeting and would conclude it in August.

The group agreed conceptually that 5b would serve, with the addition of a reference to the roles of committee and task force chairs. The chart will be formally adopted at the August meeting.

With respect to the scenarios, here were some of the learnings:

Social Work Program

- A correction was made to the SW scenario to indicate it was a member rather than a Board member whose concerns initiated a meeting among Nancy, Denise, and that individual.
- In general, concerns by a member or Board member about implementation should be brought directly to the ED
- It is important to actively seek the views of the ED before a decision is made to fund/begin a new program.
- One Board member stated they believe the organization needs to have a way to make the details of operations more widely understood, since we have only one staff person who serves as the ED. This topic can be placed on a future Board agenda.
- Board members should express their views about implementation to the ED as a decision to begin or continue a program is made. When the views relate to WH policy or values, Board members should share their views with the TF or committee chair as well.

- An outline of steps for setting policy and strategy should be brought to the Board prior to commencing a new program, with identified steps and timelines for Board and ED input.
- Sometimes special expertise will be needed during implementation; it is the ED's role to arrange for this. Board members may, of course, make suggestions.
- Trust, quality, and efficiency are well-served by following the approach outlined in 5b. In general, trust levels are high at this time, which makes the inevitable problem-solving much easier.
- When receiving even unwanted feedback, or feedback beyond the scope of the role of the person providing it, it is polite and strategic to be gracious even if you may decline to accept the suggestions.
- Although one member felt the SW proposal process didn't have an operational assessment, and that everything would rest on Denise, the proposal did state that there will be an operational assessment to be overseen by the SW Task Force in late fall and laid out variables to be considered.
- The Finance Committee provides input on the feasibility of funding programs, and does not analyze the strategic or policy implications. We should slow down when making decisions to fund new programs/allocate funds for a new purpose to allow for thoughtful input from everyone, including the ED.
- We should not represent the opinions of someone else (this is also a norm).
- The Life Plan process has gone more slowly and allowed for more member and Board input.
- In general, programs should be conceptualized, including assessing need and interest, as well as planning for evaluation, before commencing.
- It is incumbent on each individual who has a concern or question about a process to speak up.

Housing Options Task Force

- The scenario focused on the Board discussion at our April meeting, which occurred after the *Handbook* was completed and published electronically, but before the print version was available.
- The TF Chair, Denise Lishner, said she could have done more to frame and focus the discussion concerning dissemination of the Handbook. After it was suggested by Board members that a different committee handle dissemination, she was not able to directly express her concerns about being usurped at the meeting.
- Anyone present could have redirected the group toward a more purposeful discussion.
- Questions are fine, but the committee/task force chair's role should be respected. When Denise L. provided feedback to the Board the next day, everyone respected it and pulled back.
- It may have been premature to place the item on the agenda. It would have benefitted from more processing before the meeting.
- With the best intentions, the Board members participating in the discussion, as well as the facilitator, did not respect the role of the TF Chair/TF.

- Again, if the TF laid out a process in advance, with designated times and subjects on which to seek Board input, the process would have been more transparent and easier manage.

B R E A K

More Roles & Responsibilities, Jeanne Marie Thomas and Denise Klein

There was substantial agreement about the content of Chart 5c. It will be adopted, with agreed-to modifications, at the August meeting.

Questions and comments focused, for the most part, on the Board’s role with respect to implementing and evaluating new programs:

- Should there be more content added for how the Board as a whole should weigh in on program design and operations? ***Please offer your suggested changes to Jeanne Marie well before the August meeting and she will incorporate those with which she concurs.***
- There should certainly be reference to ongoing opportunities for the Board to receive updates on how programs are performing.

Jeanne Marie summarized by stating that it is helpful and appropriate to speak up if you are uncomfortable (Board or ED). We now have a better understanding of what has caused us to go “off-course” when we have, and the transparency of the scenarios is helpful in that regard. She noted that we have tabled succession planning until after the R & R work, including the addition of new norms, is completed in August.

Bob asked whether we would try to answer the two questions (below) at the conclusion of our work:

1. *How does the Board as a whole ensure that our programs adhere to the organization’s overall vision and mission?*
2. *After executing the Board role, how should a program proceed from policy to implementation? What roles do the Board as a whole, individual Board members, Task Force members, and the ED play?*

Revisions to the materials will attempt to address these. We can return to these Questions in August when reviewing the updated materials.

There will be a brief SW program update in August, but the evaluation is expected to be completed after six months of operation, which will not be until the late fall. The TF will meet soon to discuss the evaluation.

Chart 5d was intended to be contemplated rather than discussed.

Acknowledge contributions to the success of this meeting

Appreciations and acknowledgments were plentiful. Overall, it was a very good meeting, demonstrating a high level of trust and openness among members.

2:00
pm

Adjourn

Attended: Susan Adler, Bob Anderson, Nancy Hooyman, Ann Lawrence, Denise Lishner, Nancy Robb, John Rochford, Jeanne Marie Thomas

Facilitator: Debbie Ward

Staff: Denise Klein

Next Meeting: Monday, August 8, 2022 - 11:30 am to 2:00 pm on Zoom

Goal 1. For ourselves as members: Support our members to age successfully and safely with as much independence, choice, and sense of well-being as possible.

- a. The phone tree was suspended for August. We are pruning and fertilizing it. A request for new callers got six responses, including from quite new members! A few are retiring and there will be some other changes and some training for the new callers. We will trigger for the 40th time in September.
- b. A number of activities are planned or occurring:
 - See your packet for an update on the Life Planning Program. We've purchased materials from another village and will be adapting them this fall for delivery next year.
 - House concert at Debbie's produced by Bill Lippe on August 18
 - Art show of member's graphic arts on September 14
 - Possible multi-session group discussion of *Building Community and Making Friends in Wider Horizons*. Denise and Aza Hadas will collaborate on this content and solicit other input.
 - Possible support group for adoptees or adoptive parents
 - Solo Aging Group is growing and will meet in mid-August for the second time
 - Though slow to take off, the sharing meals with each other initiative is taking off
- c. The Forum planning committee met on August 1. We have scheduled a September Forum (September 18) on new community-building approaches in the Central Area (speaker is Donna Moody, owner of Margery's Restaurant <https://www.marjorierestaurant.com/about-donna>). An October Forum presented by Grandmothers Against Gun Violence is being scheduled. Other forums beginning in January (we will skip November and December) include: Mayor Bruce Harrell on topics of interest to our members, including public safety and homelessness; Seattle transportation issues (new Seattle Transportation Director Greg Spotts [Harrell appoints next director of Seattle Department of Transportation - MyNorthwest.com](https://www.seattle.gov/transportation/director/greg-spotts)); perhaps a presentation by one of our members on artists with disabilities; and one or more Forums related to generating interest in the Life Plan Program.

Goal 2. For our organization: Nurture a responsive and dynamic organization that will be sustained over time.

- a. We are at 108 members; we added two within the past month and lost 3. There are several people in the active pipeline, so we should soon be at 110 members. Inquiries are coming from as far away as Bellevue and Renton.
- b. We are significantly underspending our 2022 Budget. Donations are on target. That means we will probably have considerably more net revenue than the \$8,100 anticipated in the 2022 Adopted Budget.

- c. The Board will consider a Finance Committee recommendation on the Executive Director's salary this month.
- e. Three all-member conversations have been scheduled for the end of August and registrations for them appears to be pretty robust. Two are at members' homes and one is on Zoom. All are at 4 pm on different days of the week to offer as many options as possible. Board members are expected to attend at least one of these. **Debbie Ward** will facilitate. Closer to the time of the scheduled conversations, we will decide whether these will all be on Zoom (relative to Covid concerns). The kickoff question: *What did you hope for when you joined Wider Horizons?*
- f. The Roles and Responsibilities Task Force, under the leadership of **Jeanne Marie Thomas**, will likely complete its work at this, the August Board meeting.
- g. The Nominating Committee has begun its work of confirming existing officers and recruiting new Board members.

Goal 3: For our Community: Weave a sense of kinship and cooperation into our relationships within our surrounding neighborhoods in a way that reflects our values.

- a. Ann Lawrence represents our Village at a regular gathering and reports that an all-village educational/marketing event is planned for this fall.
- b. The Life Plan report reflects collaboration with another village in Delaware that prepared materials we are purchasing.
- c. We relied on the Village to Village Network to conduct our salary survey.
- d. We are exploring parameters of a collaboration with Aegis on Eastlake. Quite a few of our members are taking tours of that facility, including one arranged especially for us. The Solo Aging Group will meet there in September and we will also plan to have a Board meeting and other committee meetings there.

Attachment 4a: Cover Memo for Roles & Responsibilities Discussion 7.28.2022

Dear Colleagues,

We did a lot of great work clarifying roles and responsibilities last month. The minutes offer a great recap. Please have them by your side to refer to as you read the charts. Chart 4d is provided simply for reference and will not be discussed.

Please read the materials in preparation for the meeting. Note that the attachments have new numbers that correspond with this month's packet. They will look familiar, though, as the content is organized in the same way. If you have a particular interest in one of the changes we agreed to last month, you should be able to locate the change in the updated materials. We decided that tracking the changes would be too distracting.

We will spend 30 minutes at the August meeting to explore your questions and comments. The goal is to adopt the updated charts (Attachments 4b and 4c and a couple of new norms (Attachment 4e).

Over time, I anticipate that we will discover additional areas of roles and responsibilities where we will benefit from discussion and clarification. I suggest we manage this as a continuing process.

Thanks to each of you for your close attention and commitment to this process.

Jeanne Marie

| | Strategy and Policy | Procedures, Implementation, and Operations |
|---|--|--|
| <p>Adopting and Implementing Strategy and Policy</p> | <p>Responsibilities are shared by the Board and Executive Director (ED).</p> <p>The Board, the ED, a committee, a task force, or a member may propose strategies or policies. Then the Board deliberates and adopts.</p> <p>When the Board adopts a policy, it should do so after consultation with the ED.</p> <p>Once adopted, the strategy/policy guides or governs universally (wherever applicable).</p> <p>Where a committee or task force has been charged with proposing strategy or policy, Board members acting as individuals can ask questions or express opinions to task force and committee chairs. It is still the responsibility of the appropriate chair to determine what to present to the Board and how to proceed.</p> | <p>The ED manages all aspects of procedures, implementation and operations. They may seek consultation from the Board, members, or elsewhere. If the Board adopts procedures, the ED still implements them.</p> <p>The ED may request/receive help from members, Board members, or committee members in carrying out operational tasks (e.g., shopping, food preparation, mailing thank you letters). When they do, the ED has delegated areas for which they remain largely responsible.</p> |
| <p>Hiring and Managing Staff, Consultants, and Contractors</p> | <p>The Board hires the ED, sets goals for their work, in consultation with them, and conducts periodic ED evaluations.</p> <p>The Board may choose to select and direct a consultant with respect to policy or strategy issues. The input of the ED will be solicited.</p> | <p>The ED is responsible for all aspects of hiring, direction, and supervision of staff, contractors, and vendors.</p> <p>The ED may consult with Board members and others and even delegate tasks to them.</p> <p>If the Board chose to engage a consultant to help them directly, they would be responsible for the consultant’s selection and management (although the ED would ensure the person was paid).</p> <p>In general, concerns by a member or Board member about implementation should be brought directly to the ED.</p> |

| | Strategy and Policy | Procedures, Implementation, and Operations |
|---|--|--|
| <p>Financial Management</p> | <p>The Board is legally required to adopt the annual budget and provide ongoing fiduciary oversight. The adoption of the annual budget allocates resources to categories of expenditures.</p> | <p>The Treasurer is responsible for reporting and report format. As Chair of the Finance Committee, they may consult with its members or with other Board members, but the final decisions about reporting and report formats will be made by the Treasurer after consultation with the ED.</p> <p>The ED operationalizes the budget by making and approving expenditures (both types and amounts) within current budgetary allocations.</p> <p>The ED is responsible for filing all legally required documents and for ensuring the insurance policies are adequate and up-to-date.</p> |
| <p>Board Agendas, Assignments, and Workload</p> <p>Board Evaluation</p> | <p>The President of the Board oversees agenda development and assigns and manages Board workload. The President arbitrates disagreements over roles if needed.</p> <p>The Board, in consultation with the ED, provides periodic Board evaluations.</p> | <p>The ED supports all aspects of implementation, such as writing minutes, drafting agendas, and distributing materials.</p> |

| | Initiating | Planning, Implementing, Evaluating |
|---|---|--|
| <p>Establishing new programs</p> <p><i>Definition: A program is a planned effort that requires allocating significant resources to achieve a specific goals.</i></p> | <p>Ideas for new programs may come from members, Board members, or the Executive Director (ED).</p> <p>An outline of steps for setting policy and strategy should be brought to the Board prior to commencing a new program, with identified steps and timelines for Board and ED input.</p> <p>The Board adopts new program areas/concepts, generally using a task force to make programmatic recommendations first. The Board ensures that the program is congruent with <i>Wider Horizons'</i> mission, purpose, vision and values, and that resources are sufficient to implement the program.</p> <p>The Board and/or a task force may propose policies to govern the operation of a program; The Board as a whole will adopt these policies. The ED will develop procedures consistent with these policies.</p> <p>It is important to actively seek the views of the ED, both before a decision is made to fund/begin a new program and with respect to policies.</p> | <p>The ED implements the new program. They may request help from a Board member as an individual, from a group of Board members as individuals, or from members. This is particularly the case when the individuals have special expertise.</p> <p>The ED designs and manages all aspects of implementing a program. This includes identifying what tasks need to be accomplished and managing every step of achieving the program goals.</p> <p>The ED, in collaboration with appropriate committees and task forces, will keep the full Board informed about the progress of program implementation.</p> <p>The ED will carry out evaluation of programs. The Board as a whole or a task force may suggest evaluation approaches or measures. The ED will report the results of evaluations to the Board.</p> <p>Board members should express their views about implementation to the ED as a decision to begin or continue a program is made. When the views relate to WH policies or values, Board members should share their views with committee or task force chairs as well.</p> |
| <p>Activities</p> <p><i>Definition: These may be one-time or ongoing interest, activity, or other groups open to all Wider Horizons members</i></p> | <p>Members or the ED may initiate activities.</p> <p>Occasionally, the Board as a whole may adopt a new activity. Typically, this is a one-time event, or an event limited to Board members only such as parties.</p> | <p>Members or the ED may plan and implement activities.</p> <p>Typically, for activities open to all members, there is a collaboration in planning and implementing that includes the ED.</p> <p>The ED and Board members often jointly implement Board-initiated events.</p> |

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| <p>Services</p> <p><i>Definition: Members may request any kind of help from each other or from a volunteer. Examples include rides to the doctor, minor home repairs, meals after a hospital stay.</i></p> | | <p>The ED is typically responsible for arranging for the fulfillment of services requests. Members may also contact each other directly to make requests (e.g., rides or errands). In all cases, members are free to accept or decline a request.</p> <p>If the ED is unavailable (during a vacation or if ill, for example), they will designate someone to handle service requests during their absence.</p> |
| <p>Supports</p> <p><i>Definition: These are tangible supports that require financial expenditures, such as the purchase of equipment or supplies or the services of a vendor or subcontractor.</i></p> | <p>Anyone may request supports for a member, including the member themselves.</p> <p>The Board allocates financial resources for member supports as part of adopting the annual budget.</p> | <p>Within the budget framework established by the Board, the ED manages all aspects of decisions about allocating specific amounts, and arranging for supports for members. The ED may request help from other members.</p> |

| | Board of Directors as a whole | Executive Director | Board President | Task Force & Committee Chairs | Members | Board of Directors as Individuals |
|-----------------------------------|-------------------------------|--------------------|-----------------|-------------------------------|---------|-----------------------------------|
| Board of Directors as a whole | Gray | Maroon | Green | Yellow | Green | Yellow |
| Executive Director | Maroon | Gray | Yellow | Blue | Blue | Maroon |
| Board President | Green | Yellow | Gray | Yellow | Green | Yellow |
| Task Force & Committee Chairs | Yellow | Blue | Maroon | Gray | Green | Yellow |
| Members | Green | Blue | Green | Green | Gray | Yellow |
| Board of Directors as Individuals | Yellow | Maroon | Yellow | Yellow | Yellow | Gray |

The chart above is Intended to show where and how role ambiguity (where roles are not well-defined) or role conflicts may occur. If we understand these areas, we are more likely to a) clearly define them, and b) be prepared to negotiate, troubleshoot, etc.

Board of Directors means the Board as a whole. Individual Board members need to be clear that unless they are coordinating with the full Board, they are simply individuals, and, as such, may ask questions or provide opinions, but their authority does not govern such interactions (for example, with the ED).

- Maroon** Areas where role ambiguity or conflict are most likely to occur
- Yellow** Areas where Board or individual Board members need to be careful
- Blue** Areas where Members and ED need to understand roles and, perhaps, negotiate with each other so roles are clear
- Green** Areas where it is unlikely that real role ambiguity or conflict will occur
- Gray** Null (duplicate) or already covered

Engage in your Board role

Arrive on time and avoid distractions when on Zoom.

Read all materials for understanding.

Ask clarifying questions before the meetings.

Get a briefing if you miss a meeting.

Reach out to Village members regularly to listen to their needs and interests to influence your Board decision making.

Acknowledge each other

Listen deeply.

Recognize each other's contributions and offer credit when appropriate.

Be open to opinions that differ from yours.

Fulfill your responsibilities; don't do someone else's job.

Stay in Your Lane

Make suggestions about approach or content, but don't tell another Board member who is in a leadership role how to do their work.

Speak intentionally

Be concise, avoid repetition, and share the air time.

Voice dissent during, rather than outside of, meetings.

Raise interpersonal complaints directly with those involved and get assistance in doing so if needed.

Keep content of executive sessions confidential.

Promote positive results

Carefully identify problems and present potential solutions.

Don't represent other people. Each person can speak for themselves.

Give clear instructions to committees and task forces, with timelines.

Support Board decisions, even when you are not in full agreement.

Attachment 5: Life Plan Program Update**7.29.2022**

Wider Horizons and Queen Anne at Home have reached agreement on the purchase of Life Plan materials prepared by the latter. We have mailed a check for \$2,000 to QA@Home and expect to receive computer files within a week or two.

After that, our consultant Chris Hurley, as well as Denise Klein and Bob Anderson will review the materials, come up with a plan to revise them to meet our specifications (with input from the Life Plan Task Force). We do not anticipate beginning the new program much before the first of next year. We anticipate it will take several months to revise and reprint the materials; to promote and market the program; to find speakers and facilitators and venues. And it doesn't seem the best idea to begin a program in the last month of the year.

The program began in earnest in June (2022) when Janet Salsbury, our contracted social worker, returned from several planned vacations. At that point, she began contacting members to introduce herself.

Formative or process evaluation measures:

- 110 members have been contacted*
- 51 responded positively (wanted to meet); in some cases meetings are pending
- 35 have met with Janet
- 27 have met with her more than once. A variety of services and referrals were provided (details are kept on file; these are categorized and will be reported on to the Task Force/evaluation group)
- The Solo Aging group has met just once but is scheduled for a second meeting August 15:
 - Five people attended the first, June meeting (one of these may not continue)
 - The July meeting was cancelled due to health issues of one of the participants
 - The August meeting and subsequent meetings may have up to three additional participants
- Extent to which WH members are satisfied with the usefulness and responsiveness of the social work services:
 - When asked “would you recommend Janet to another member” nearly all of the 15 members who responded (who had met Janet and/or used her services) would recommend her to another member. Attached are some quotes.
- Reduction in number and intensity of requests for assistance from volunteers:
 - None. In fact this measure probably is not useful since Janet both generates requests and, in a few cases, may meet them.
- Reduction in number and intensity of requests for assistance from the Executive Director
 - None. In fact this measure is probably not useful since Janet both generates requests and, in a few cases, may meet them.
- Total hours compensation since March: 100 (avg. of about 5 hours/week but she was on vacation some of that time). This is less than the 10 hours/week we had budgeted for the program. It is likely to be underspent for the year.

*All but one member has been contacted, including one who is now deceased and one who has left, as well as one non-member interested in solo aging who may join.

**Janet has also attended *Wider Horizons* groups; networked with other villages; and researched solo aging resources

Outcome measures to be employed in the six-month evaluation in November, 2022:

- The extent to which a WH member who is homebound or dealing with major unwanted life changes perceive improvements in their quality of life as a result of interactions with Janet
- Reduction in feelings of social isolation among members who use Janet’s services
- The Task Force will meet during August to discuss other evaluation measures

Narrative:

We have regularly and diligently promoted Janet’s services, via a Newsletter article and notices in most Monday Memos. Janet maintains regular office hours when she can be consulted.

Janet’s significant interactions with members have resulted from her outreach. In some cases, these are simply “getting to know each other” sessions; in others, Janet has made referrals or provided support in a variety of ways.

The primary learning to date is that before we made the decision to offer the social work program, we should have spent much more time talking to members about what they thought they would like and/or explaining the program concept.

Several members have commented that they didn’t have a good understanding of the program. Others have made it clear that they do not want to be assessed or approached proactively. At least two people were surprised when Janet contacted them since they did not see themselves as candidates for social work. They may have had a clinical model in mind and this program is not that.

Comments by Members asked if they would recommend Janet to another member*:

| |
|--|
| When I contacted Janet for information regarding a potential caregiving concern, she responded promptly with concrete, useful information, suggested an additional source of ongoing support, and reached out to her network for additional resources. |
| Janet was kind and helpful. |
| Easy to talk to, helpful. I see her as a potential resource in the future if something should come up. |
| I very much enjoyed meeting with Janet; it was definitely a positive experience. She is very personable and thoughtful. I shared with her some of my medical issues and she proved to be very knowledgeable and experienced. |
| Good at connecting one on one. We found a lot in common. She is a good listener and available as a person. |

*This is a commonly-accepted measure of consumer satisfaction; often recommended as the only question that needs to be asked.

The meeting with Janet went well, and it was enhanced by her own experiences in helping with her aging parents. She is very knowledgeable and asked good questions of us about our situation. She sent us a list of useful resources. So it was well worthwhile. Coincidentally we also had a visit from a clinician from the GRAT program run out of Sound Generations, a resource referred to us by our physician. He has also sent us a (rather wider) list of available resources, including a Dementia Legal Planning Toolkit that my well be known to you and others but is worth adding to Janet's arsenal.

I enjoyed the meeting with Janet more than I expected. She is a very sensitive listener and professionally supportive. She said that she saw herself as a problem solver. That is good because we, oldies, never know what problems we may encounter. As a senior(a) who lives alone, it is good to know that a professional like Janet is in place.

ATTACHMENT 7

Motion to require new non-members who agree to serve on the Board to join

Resolved: That any new Board member be a member of *Wider Horizons*, including those who are recruited originally as non-WH members.

ATTACHMENT 8a Profit & Loss Budget vs. Actual

| | | January through June 2022 | | | | |
|------------------------------|------------------------------------|---------------------------|------------------|-----------------|-------------|--|
| | | Jan - Jun 22 | Annual Budget | \$ Over Budget | % of Budget | Notes |
| Income | | | | | | |
| | Planned Giving Fund | 26,799 | | | | |
| | Individual and Business | 33,119 | 60,000.00 | (26,881) | 55% | |
| | Public Foundation | 482 | | | | |
| | Total Direct Contributions | 60,399 | 60,000.00 | 399 | 101% | |
| Program Revenue | | | | | | |
| | PGF - Professional Services | 0 | 30,440.00 | (30,440) | 0% | won't need this much from PGF |
| | Personal Assistant | 1,899 | 8,500.00 | (6,601) | 22% | |
| | Membership Dues | 24,764 | 50,000.00 | (25,236) | 50% | |
| | Total Program Revenue | 26,663 | 88,940.00 | (62,277) | 30% | |
| | Interest Income | 16 | | | | |
| | Other Income | 2 | | | | |
| | Total Income | 87,080 | 148,940 | (61,860) | 58% | |
| Expense | | | | | | |
| | Member Support Purchases | 241 | 7,500 | (7,259) | 3% | uneven/low demand |
| | Bank Service Charges | 188 | | | | |
| | Event-related expenses | 318 | 3,500 | (3,182) | 9% | in part, underspent due to Covid |
| | Grants & Contributions | 256 | 700 | (444) | 37% | |
| | Insurance | 1,245 | 1,800 | (555) | 69% | likely will be underspent by \$500 |
| | Website | 870 | 3,000 | (2,130) | 29% | not sure why this is underspent |
| | Licenses, Fees, Taxes | 20 | 250 | (230) | 8% | most come due in December |
| | Meals & Entertainment | 353 | 700 | (347) | 50% | |
| | Office Expense | 7,304 | 7,150 | 154 | 102% | includes \$4,220 for Handbook printing |
| | Payroll-related Expenses | 30,246 | 60,861 | (30,615) | 50% | |
| Professional Services | | | | | | |
| | Life Planning | 0 | 5,000 | (5,000) | 0% | delayed; will spend by year's end |
| | Social Activities Planning | 0 | 6,240 | (6,240) | 0% | not needed |
| | Social Work | 3,921 | 19,200 | (15,279) | 20% | late start/demand is low |
| | Professional Development | 0 | 8,000 | (8,000) | 0% | coaching redesigned/deferred |
| | IT | 1,076 | 2,500 | (1,424) | 43% | |
| | Personal Assistant Services | 3,003 | 8,500 | (5,497) | 35% | |
| | Accounting Services | 2,045 | 4,500 | (2,455) | 45% | |
| | Total Professional Services | 10,046 | 53,940 | (43,894) | 19% | |
| | Local Travel Expense | 2 | 200 | (199) | 1% | not needed @ this time |
| | Total Expense | 51,087 | 139,601 | (88,514) | 37% | |
| | Net Income | 9,312 | 9,339 | | 100% | |

**Wider Horizons
Profit & Loss Budget vs. Actual**

| | | January through June 2022 | | | | |
|---------------|---------------------|----------------------------------|----------------------|-----------------------|--------------------|----------------|
| | | Jan - Jun 22 | Annual Budget | \$ Over Budget | % of Budget | Notes |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| Assets | PGF | 95,000 | | | | |
| | Reserves | 33,000 | | | | |
| | Bank Balance | 33,000 | | | | as of 7.1.2022 |
| | Total Assets | 161,000 | | | | |

ATTACHMENT 8a Background and Recommendations: Executive Director Salary

7.21.22

1. Based upon the attached salary survey, we should have \$80,000 as a goal.
2. The cost of living in Seattle rivals other large US cities, particularly due to our high housing, food and transportation costs.
3. It is difficult to compare villages on a number of factors, including the span of responsibilities and skills needed, and specifically to compare in Wider Horizons to other workplaces. Considerations include:
 - a. Breadth and depth of responsibilities carried by one individual vs having staff to assist
 - b. Style of support, specifically WH avoids one-size fits-all services and has a highly individualized approach to supporting each member's preferences and requests.
 - c. Extent of board support, with a highly engaged board that works with members to move large projects forward.
 - d. Our current ED is a lifelong visionary and thought leader in the arena of aging. This quality delivers immeasurable value to the organization. She is also long-tenured with the village.
4. The only village in the Seattle area that comes close to *Wider Horizons* in terms of salary is NEST. The ED there is currently earning \$85,000. NEST is comparable in some respects and different in others. The staff manage a complex support system and have more members (170) and more volunteers (close to 5,000 hours of volunteer support annually). The ED there has extensive staff support to manage the activities, events and volunteer assignments. The style of NEST has more of a "we are here to help you" message as compared to WH message of "we are all here designing our aging lifestyle and supporting each other."

Recommendations:

1. Take the ED salary from \$55,000 to \$70,000 retroactive to July 1. The impact on this year's bottom line is to spend an additional \$8,325 on salary and benefits. (Benefits are about eleven percent). The funds for this will come from underspent line items for which we have determined there is a lack of need/demand. These include:
 - Activities, (\$6, 240) -- Lack of need
 - Professional Development (\$8,000). This will not be spent this year and can be legitimately funded by PGF next year.

This recommendation is further premised on several concepts. First, the PGF is a legitimate and available source for funding enhancements such as the activities or professional development

ATTACHMENT 8a Background and Recommendations: Executive Director Salary

7.21.22

projects, as needed. In fact, those funding the PGF have voiced satisfaction seeing the funds spent rather than saved.

Second, our recent several-year pattern of year over year net revenue spending for the past several years has been more or less sufficient to fund the ED at the \$70,000 level (including benefits). Last, we have a healthy reserve and cash flow that will not be used for the salary increase.

2. The goal will be to raise the ED salary to \$80,000 as rapidly as we can afford it and that will be determined each year during the budget process.
3. This does not rule out a higher salary level than \$80,000 based upon information we gather every several years. And at the time we need to replace Denise, we can do a thorough salary survey, COL analysis, etc.

| | Village | Salary | Adj Salary | Benefits | Est. | Size | Dues | Other |
|--|----------------|---------------|-------------------|--------------------------------|-------------|-------------|-------------|--|
| | Urban/Seattle | \$85,000 | \$ 85,000 | health ins | 2012 | 170 | 650 | membership #'s include donor/social members |
| * | Sub DC | \$80,000 | \$ 80,000 | 3% to IRA; \$300 to health ins | 2013 | 80 | 575 | 100 social members too & see note below |
| | Sub DC | \$50,000 | \$ 67,000 | | 2014 | 350 | 500 | ED is PT for 30 hrs/week; they have other PT staff |
| | Small urban | \$35,000 | \$ 70,000 | | 2013 | 40 | 600 | not ED but Svc Coord., salary is for 20 hrs/wk |
| | Urban/sub | \$72,000 | \$ 72,000 | | 2011 | 225 | 690 | also have Ofc. Mgr. 30 hrs/wk |
| | Suburban CA | \$62,400 | \$ 78,000 | | 2016 | 110 | 675 | 30 hrs/wk; another staff is 20 hr. admin coord. |
| | Wider Horizons | \$55,000 | | 2 weeks leave | 2015 | 107 | 600 | 40 hrs/wk; no staff; 3 contractors |
| *Note: Informant states \$80,000 is the going rate for the DC Metro area, even for villages that "have far fewer members than you do." | | | | | | | | |